

WORK MOTIVATION NEEDS CONSISTENCY TO IMPROVE THE PRODUCTIVITY

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ABSTRACT

In the wake of growing competition, Indian organisations are under pressure to improve their productivity and efficiency. This has important implications for the leaders to play for improving the performance of the organisations. Unless they are highly motivated and committed, it would not be possible for them to motivate and entrust the rest of the manpower to bring about a turnaround of the ailing organisations.

***Key Words:** Delegation, Work Motivation, Interpersonal Relationship.*

INTRODUCTION

In the context of modern competitive environment work motivation is a need for organisational performance and development. Work motivation which refers to the internal energies that induce workforce to put forth efforts towards particular behaviour, have an important impact on worker's performance, worker management relation, labour turnover and other factors which play an important part in determining the overall well-being of any organisation. Work motivation is therefore central to the organisations. The importance of motivational studies lies in the benefit of the employer, the employees and the society at large.

REVIEW OF LITERATURE

Overviewing the literature and past studies related to employee motivation (e.g. Adams, 1963; Davis 1962; Vroom 1964; Andrew 1967, Evans & Simons, 1969, Khaleque & Rehman, 1987; Harder, 1991) the association of motivational performance with variables like employee-oriented supervision, production-oriented supervision, group cohesiveness, pay inequity and personal life and family life satisfaction of employee, etc. was observed. The more supportive considerate and employee oriented supervision, better the work motivation. The

finding is in conformity with the conclusion of Davis (1962) that the employee oriented supervisors tend to get better productivity and motivation. Habibullah (1980) observed that the workers showed preferences for a good boss who would hear their grievances sympathetically and who would treat them in a supportive manner. The higher the degree of inequity as perceived by the workers regarding their pay, the less their motivation. The result goes with the equity theory predictions (Adams, 1963) which state that when workers perceive inequity due to under reward they may be dissatisfied and will be motivated to reduce the quantity and quality of output which they are producing (Harder 1991) Workers with higher satisfaction with personal life and family life tend to have higher motivation than those who are less satisfied with their personal life and family life (Khaleque & Rehman, 1987).

WORK MOTIVATION AND WORK CULTURE

Work motivation is a need for creating a good work culture and good work culture is also a need for enhancing work motivation. So both work motivation and work culture moves in a vicious circle. Unless the work culture or organisational climate is good employees can't be motivated. Some of the means of best organisational climate can be followed to increase work motivation such as (i) increasing interpersonal trust and support among employees, (ii) resolution of conflicts in such a way that the final outcome is not a win-lose situation but a win-win situation, (iii) developing a sense of ownership and belonging so that people are firmly committed to organisation objectives, (iv) developing team spirit and maximising collaboration of members and based on co-operation and competition, (v) creating favourable climate for human development, (vi) increasing self-control and self-direction for person with the organisation.

FACTORS INFLUENCING WORK MOTIVATION

Some of the organisational factors which affect job satisfaction are:

1. Salaries and Wages: Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organisational operations.

Non monetary benefits are also important, but they are not as influential. One reason for that is that most of the employees do not even know how much they are receiving in benefits. Moreover, a few tend to under value

there benefits because they do not realise their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.

2. Promotion Chances: Promotional chances considerably affect the job satisfaction because of the following reasons:

Firstly, Promotion indicates an employee's worth to the organisation which is highly morale boosting. This is particularly true in case of high level jobs.

Secondly, Employee takes promotion as the ultimate achievement in his career and when it is realised, he feels extremely satisfied.

Thirdly, Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

3. Company Policies: Organisational structure and policies also play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature.

Organisational policies also govern the human behaviour in the organisations. These policies can generate positive or negative feelings towards the organisation. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained.

Thus, a democratic organisational structure with fair and liberal policies is associated with high job satisfaction.

Personal attributes of the individuals also play a very important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about. Some of the important personal factors are:

1. Age and Seniority: With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

2. Tenure: Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.

3. Personality: Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, maturity, decisiveness, sense of autonomy, challenge and responsibility.

The basic motivational theories are useful to understand work motivation of employees in all cultures of the world. The development of specific motivational techniques to improve employee, performance must vary from one cultural content to another cultural variables influence employee motivation by determining, what specific needs would be salient at work, what employees would expect from work and what behaviour are culturally approved or disapproved in specific work content.

WAYS TO INCREASE WORK MOTIVATION

In today's competitive market place which is continuously changing in an uncertain environment, it is necessary to focus on culture as a critical lever for success. Culture affects motivation and tends to develop each person with certain motivational patterns. Today main thrust is to promote productivity in an organisation and efficiency of its employees, so motivation of employees at all level is the most critical function of management. The culture and work motivation of organisations are important and developing a strong culture motivates the employees which will increase morale and productivity.

Delegation

Delegation of power and reposing faith in junior colleagues even at the cost of some risks can have a tremendous impact. In an environment of suspicion, taking initiatives to perform is impossible. The environment needs to be changed and a motivator does precisely that the trust begets trust. This has been demonstrated and it is found that watchword for them is not "monitoring" but "facilitation". The supervisor should not want all the files to come to him/her but would encourage others to assist and take decision. Once they grow in confidence motivation will flow from it. This tool would be extremely useful for such individuals who are honest and competent but are lying dormant on account of the vitiated environment. The consultative process can act as a great motivating factor. Careful assignment of tasks is itself a tool for motivation.

Communication

Every organisation has to set clear definition or objectives, roles and responsibilities. A leader (motivator) would simultaneously evaluate each of the employee's working with him to assign tasks and responsibilities to them carefully; assignment of task is in itself a tool for motivation. A task may be considered important on account of the responsibilities that go with it. The allocation of work could send the right signals down the line when there is improper communications the objectives are loosely defined. A job without clearly defined responsibilities is a recipe for disaster.

Interpersonal Relationship

Financial incentives always don't work. One has to look for alternative tool or method willingness to attend at the problems of subordinate employees can go a long way in winning them over personal contract outside the organisation can and should be used to address, genuine personal problems of the subordinate. A caring leader commands a lot of respect and is in a much better position to motivate others. In a country like India, Where interpersonal relationships matter more than systems, this is an extremely important and potent tool for enhancing motivation of the employees. Taken into account Though work monitoring improves performance it is not clear that such effects stem from increments in work motivation.

Rather they may derive primarily from increased anxiety and activation factors that can sometimes improve performance is relatively simple tasks. The best advice currently available would seem to be proceed with caution"

CONCLUSION

After discussing the ways of increasing motivation. It is clear that increment in motivation leads to improvements in performance. But there is no hard and fast relationship between motivation and performance. If motivation increases, performance may not rise, because of the impact of other variables like required level of skill and knowledge, proper reward system, interpersonal relationship etc. Alternatively, if people are already performing at very high levels, increased motivation may fail to improve performance even further. At last, it can be concluded that increased motivation being an integrated function is an 'important contributor to improved performance and is one of the most important alternative to improve the performance of the organisation.

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